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project report

OBJECTIVE RANKINGS AND FAIR SALARIES FOR NON-UNION STAFF (SECOND REPORT)

prepared for:

The Corporation Of The City
Of Hamilton
City Hall
71 Main Street West
HAMILTON, Ontario
L8N 3T4

participating consultants

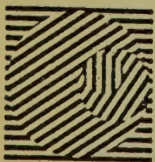
Donald L. King

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8874

Toronto, October, 1977

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STEVENSON & KELLOGG, LTD.

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INTRODUCTION AND BACKGROUND

A. INTRODUCTION

In August, 1977, we presented to Board of Control our report on the review of salaries for non-union staff. It contained our proposed pay levels and pay ranges for 1977.

Board of Control asked for specific reactions to our recommendations. Copies of the report were made available within City Hall. The two associations representing the exempt employees were asked to make written submissions. (The Association of Professional and Administrative Employees of the Corporation of the City of Hamilton; The Department Heads and Deputies Association). Department heads were asked to submit specific challenges on behalf of themselves or staff within their departments by mid-September.

Written submissions were sent to the Board of Control office. (Copies sent to the Personnel Director and to the consultants). The request for written submissions provided the opportunity to make factual presentations asking for any changes in our recommendations. Submissions were received from nearly all department heads. 32 written submissions had been received by the first of October; some submissions covered several positions; several mentioned one position; others provided back-up data for an earlier submission.

Through September, the Board of Control conducted four meetings dealing with salary recommendations. The meetings were in camera, attended by the Personnel Director and the consultant. Each department head with a written submission was given an opportunity to further explain, clarify or emphasize the written submission. Each association made a presentation as well. Discussion took place; no commitments were made. Those making presentations were told, in effect, that the consultant would be reviewing their submissions and making further recommendations.

At the end of September, the consultants reviewed all of the written submissions. Challenges reflected various concerns -- changes of organization structure during 1977, changes of specific position responsibilities, additional job facts, questioning of the recommended rankings (either within a department or across other departments),

pay level assigned, or step in the pay level. Depending on the nature of the challenge, we reviewed organization charts, job fact sheets, evaluation records and pay survey data.

In early October, the consultant met alone with seven department heads, in turn, in order to further clarify points made in their written submissions.

In addition to specific challenges, a number of submissions dealt with matters of broader policy and practice: application of overtime pay; adequacy of the external pay survey, methods of dealing with evaluation in the future (new or changed jobs), and the amount of the across-the-board increase recommended.

Following our review of all of the submissions, we present to Board of Control this second report. The report has two sections. The first reflects basic issues raised in response to the July report. The second is our response to the specific challenges -- including an amended ladder chart.

II

BASIC ISSUES RELATED TO APPEALS

A number of basic items came up in the submissions from the two Associations as well as from a number of department heads. Our reactions to these comments and suggestions follow.

A. PAY RELATIONSHIPS

It has been suggested that there are (or should be) pay level relationships between a department head and the deputy (or other second-in-command). A similar suggestion is made regarding department heads and related exempt secretarial positions.

The signed job fact sheets reflect wide variations in the relative duties and responsibilities of such positions. The varied rankings simply reflect the job fact sheets and our interpretations for evaluation purposes.

B. OVERTIME

We have been reminded of the existing overtime policies approved by the Board of Control. Our recommendations are intended to fit with those existing policies, which we support.

Time-off in lieu of overtime work has been the policy (and is recommended for continuance) for about half of the exempt positions. We believe that it should include positions up to and including level 115 of our recommended salary schedule. These are specialist and supervision positions. Incumbents should be working to minimize overtime for themselves and subordinates. Therefore, policy should discourage overtime pay.

We suggested in our July report that time-off in lieu of overtime pay should be taken within a couple of weeks after the occurrence of the overtime. We were then reminded of conditions which would make such a rule unworkable. A one month basic rule would allow more flexibility -- additional time can be allowed as circumstances warrant.

Within the exempt group, overtime pay is given in November if time-off has not been taken for overtime work. Through good planning and control, department heads and managers can minimize overtime worked and overtime pay at all levels. That is one of their responsibilities.

We recommend that no overtime allowance be made for the positions in level 116 and above. These are people in management positions whose primary concern should be to reduce overtime activities and overtime pay throughout their groups and departments. Written plans to reduce and control overtime need to be written out annually by each department head as part of the budget submission.

C. COMPARISON OF PAY WITHIN BARGAINING UNITS AND IN THE EXEMPT SCHEDULE

We were asked to review a number of situations where the base pay of a supervisor was very little ahead of the base pay of a person supervised. This "compression" situation exists in many municipalities. It is made worse when one considers actual overtime pay for certain non-supervisory positions.

While we have looked at base and total earnings of highest paid classifications in the bargaining units, we are primarily concerned that the recommended pay levels are equitable in terms of job worth. Thus, we have not pushed up recommended salaries for supervisors simply to keep them a defined percentage ahead of pay of staff supervised.

We believe that most of the compression conditions between senior foremen and supervised staff can be made fairer through a careful planning and control of overtime. It needs to be assigned as rarely as possible and as evenly as possible to those eligible.

It may be necessary, in future years, to review pay of lower supervisory jobs compared with bargaining unit jobs. Obviously, the condition will be worsened if take-home pay of the supervisory positions does not increase at least the same dollar amount as bargaining unit jobs.

D. SECRETARIAL CLASSIFICATIONS

Secretarial positions can be considered as fitting into three classifications:

- ▶ Executive Secretary -- level 112;
- ▶ Secretary A -- level 111;
- ▶ Secretary B -- level 110.

It is important to realize, as with all of our recommendations, that the classifications are intended to reflect the work being performed, not the qualifications nor experience of the incumbent. On the other hand, the work being performed by the senior secretarial positions can change when there is a new department head or a new incumbent in the secretarial position. Thus, they need to come under regular review.

E. EXTERNAL SALARY SURVEY

We have been criticized for excluding Ottawa and Scarborough from our pay survey. Both are urban centres with similar populations, similar services to Hamilton. Since the completion of our July report, we have gathered salary data at the City of Ottawa in connection with another major salary survey in that area. The results confirm what a number of your Department Heads have told us: Ottawa municipal salaries are very attractive. The Ottawa salary trend line is significantly above that for Hamilton, Hamilton-Wentworth, Mississauga, Etobicoke and any other comparisons made. Thus, in the written challenges, many Ottawa salaries are quoted for reference purposes.

We have already considered the Ottawa municipal salaries -- and set them aside. Matching their salary trend line would much exceed the AIB maximum guidelines in adjustments. We are more concerned about salary levels in central Ontario rather than the special salary atmosphere that pervades Ottawa. Also, we think that it is not necessary for Hamilton taxpayers to pay premium rates in excess of other area employers. Nor do we observe that it is necessary for the Hamilton civic leaders to pay additional money to attract and keep good people on staff. The turnover rate amongst senior positions in Hamilton is currently low.

The Scarborough salary trend line is similar to the other municipalities surveyed. Some equivalent positions are paid more or less than in Hamilton. However, they are generally in line.

F. RECOMMENDED STEP IN RANGE

Several submissions in response to our July report suggested it was not fair to assign a person with years of experience on a job to anything below the maximum of a pay range as we have done throughout our recommendations. People have received minimum pay adjustments from level to level. This is an admittedly conservative recommendation. However, any other would use up even more of the increase permitted by AIB. We have adopted this policy in order to protect the maximum possible across-the-board increase.

G. ACROSS-THE-BOARD INCREASE

Both Associations as well as some department heads strongly urged that the across-the-board increase be the full 8% (allowable limit under AIB regulations). In our July report, the recommended 1977 salary schedule represents a 6.6% increase above an "adjusted" 1976 pay schedule. It was suggested to us that the minor increments (to bring people within the proposed range or to bring them to a step in the new range), be considered as separate adjustments, not to be considered part of the allowable across-the-board increase.

Several additional factors need to be considered:

- ▶ In September, the Region of Hamilton-Wentworth granted 8% increases to its staff (8.5% to a small number of positions) in the exempt group. This is a major local comparison.
- ▶ Increases for non-union staff in other major municipalities in 1977 include:
 - ▶ Burlington -- 7%;
 - ▶ Mississauga -- 7.5% (3.8% for department heads);
 - ▶ London -- 8%;
 - ▶ Etobicoke -- 8% (maximum \$2,000);
 - ▶ Halton -- 6% with a maximum of \$1,600 -- except for 7% for those at the top of the range -- and variations for department heads;

- ▶ North York -- 8%;
 - ▶ Ottawa -- 8%;
 - ▶ Sarnia -- 8% (1.5% for 1978);
 - ▶ Scarborough -- 8%.
- ▶ In addition to adjustment increase and the recommended across-the-board increase (increasing your total exempt payroll by 8.0% between 1976 and 1977), about 35% of your exempt staff received step increases of 4-5% during 1977. The step increases were permitted to continue by AIB directive in excess of the allowable 8.0%. In terms of an outlay by Hamilton taxpayers, actual exempt pay will be just above 9%, more than for 1976 if our recommendations are followed.
- ▶ If an across-the-board schedule increase of 8.0% is approved (instead of 6.6%), the combination of that increase plus adjustments arising from the evaluations would total 9.1%. We believe the AIB would simply roll back the increase to about the level we have recommended. (If such an increase were allowed, Hamilton taxpayers would pay over 10% more to exempt staff in 1977 than in 1976 -- the total of (1) across-the-board, (2) adjustments from evaluation and (3) allowable anniversary increases).

In the light of all considerations, we still recommend the 6.6% increase stated in our July report.

H. HOW MANY SALARY SCHEDULES?

The City has two schedules for exempt staff. We recommended a single, integrated schedule for salary setting and pay administration purposes. We recognize that they are now reported to AIB as two groups.

It was suggested by the Association of Department Heads and Deputies that the two separate schedules be continued to allow for distinct (and possibly different) administration by Board of Control.

Because of the overlapping of the two schedules, we think that fewer problems will arise if they are administered as a single pay schedule.

I. FUTURE REVIEW PROCEDURE ON EVALUATION AND RANKING

Organizations, positions and responsibilities forever change. Therefore, there must be an orderly method of reviewing changed positions and allocating appropriate salary levels.

In our July report, we recommended a procedure to deal with new and changed positions in future. (Page 30). Concern has been expressed that the Personnel Department would be dominant in the make-up and operation of the future evaluation committee. (Recommended: two from Personnel; the department head concerned.)

We recommend that (for new, changed or challenged positions) the recommendations resulting from evaluation should be reviewed by the Personnel Advisory Committee. That Committee can closely challenge the recommendations from the Evaluation Committee, ensuring that all considerations have been brought to light.

We further recommend that the evaluation committee and the Personnel Advisory Committee maintain proper records about key considerations in the assigning of new or changed positions to specific pay levels.

We further recommend that the pay rankings and levels assigned to positions as the result of our report be stabilized. To allow this to happen, further challenges regarding existing positions should be allowed only after July 1, 1978. New and changed positions will have to be evaluated as they occur. We believe that evaluation meetings should occur every two or three months, as required.

J. DISTRIBUTION OF EVALUATION MANUALS PLUS DETAILS OF EVALUATION

We recommend that the manuals and the results of evaluation be maintained in confidence within Personnel. We believe they should not become more wide-spread:

- ▶ It is easy to start evaluating individuals (training, experience, personality etc.) rather than the components of the position itself.

- ▶ It is difficult for any one to be objective in dealing with his or her own job in comparison with others.
- ▶ The evaluation manual requires orientation and experience in application. By itself, it represents an easy and lethal weapon for each person to "prove" unfair ranking.
- ▶ Evaluations can only be maintained if each position is reviewed and evaluated as part of a group -- and in the context of evaluations of related or similar jobs.

K. THE POSITION OF DEPUTY

In recent years the Board of Control has eliminated a number of Deputy department head positions. We applaud the move -- encourage further review.

We recognize that the title can be justified at times e.g. legal requirement; an individual acting for a department head who is away a great deal.

However, the potential for misuse is great:

- ▶ It may occur when the department head is a poor manager and is unable to organize, delegate, and coordinate.
- ▶ It may occur to establish another (fake) layer of organization in order to give a raise to the person named as deputy or to aggrandize (for salary purposes) the department head position.

When the title of "deputy" is used, it should, if possible, be shown as the secondary title e.g. Director of Development and Deputy Planning Commissioner.

III

RESPONSE TO SPECIFIC CHALLENGES

In our original work during the winter and spring of 1977, 159 jobs were described and evaluated. This covered 194 incumbents.

During the appeal procedure in September, challenges were made regarding the salary level or pay of 42 positions. (i.e. related to 26% of the positions under study).

In reporting on our review and any revised recommendations, we are dealing with the submissions in the same order that they were listed by the Board of Control office. There is no status attached to that order. The number beside the department title refers to the number of positions challenged.

1. Personnel -- 0
2. Street Services -- 2

General Landscape Foreman: Assign to Step 2 instead of Step 1 of recommended range 115 as of January, 1977.

Consideration is given to the relationship of this position to first-line supervisory pay for positions in Local 1041.

General Foreman: No change.

Concern was expressed about the adequacy of pay rates compared with pay of first-line supervisors who do receive overtime, especially in the winter season. We put emphasis on overtime control (including "on-call" conditions) as the major means of dealing with these pay relationships.

3. Traffic -- 4

Director of Traffic Engineering: Move to salary level 121, Step 4.

The job fact and evaluation review assigns this position to the higher level.

Chief Traffic Checker: No change.

This position appears to be fairly ranked with other positions in the department and across departments.

Secretary to the Traffic Commissioner: Move to level 111.

In the review of job duties and the evaluations of secretarial positions, this position appears to belong in level 111.

Assistant Office Manager and Cost Accountant: No change.

The position appears to be fairly ranked. However, the incumbent has additional but temporary responsibilities. This condition should be reviewed outside the terms of reference of the job evaluation study.

4. Parks -- 3

General Foreman, Landscape: No change.

The incumbent in this position has training equivalent to that of the Horticulturalist in the same department. However, considering the requirements of the position, the incumbent would normally draw, as required, on the specialized knowledge of the Horticulturalist.

Landscape Foreman: Change to level 114, Step 1.

In our evaluation, this position was mistakenly considered at a General Foreman level. (In addition, this position was inadvertently left off the original ladder chart in the July report).

General Clerk: No change.

Future changes in job responsibilities are likely. The position should be reviewed if and when additional responsibilities are assigned to the individual.

5. Cemeteries -- 2

Cemeteries Director: Move to level 118 -- maximum.

This change reflected a review of the job facts, the evaluations and relative ranking compared with other positions in City Hall.

Assistant Director of Cemeteries: No change.

The submission regarding this position put heavy emphasis on the extensive overtime pay received by the four foremen in that department. (Two had overtime pay in excess of \$5,000 in 1976; two others about \$3,000. Similar overtime pay is projected for 1977).

The Director and the Assistant are responsible for providing quality service along with minimizing overtime activities. Since the overtime costs for foremen (wages plus related extra benefits) are costing Hamilton taxpayers about \$20,000 this year, the Director needs to review the total amount of overtime by foremen and the way it is distributed.

6. Recreation

Assistant Maintenance Supervisor: Move to level 112 -- Step 4.

This move is supported by a review of the job facts plus the evaluation compared with other positions in the department.

7. Motorized Vehicles and Repair -- 1

Chauffeur I: Move to grade 111.

In the first part of 1977, all Chauffeur positions were described as equal. This was confirmed in our interviews. In the summer,

the position of Chauffeur I was re-established with additional responsibilities: (1) act as the working supervisor if, and when, the Supervisor is unavailable and (2) specific responsibilities in the office. These job changes should be reviewed from time to time, particularly if there is a change in incumbent.

Overtime -- Weekends and Holidays: To be modified.

We agree with the suggestion made for a simpler overtime arrangement on holidays and weekends. It would allow \$25 for the first four hours or part; a maximum of \$50 per day. (Any consideration of pay for overtime in the first eight months of 1977 should be dealt with separate from this report).

8. Legal Department -- 4

Senior Solicitor: No change.

Reference to the two positions as Senior Solicitor rather than as Solicitor appears to clarify the relevant ranking.

Solicitor I and Solicitor II: No change.

The number of categories and their rankings are not at question. We believe that the pay ranges are fair in comparison with other City Hall positions.

Secretary to the City Solicitor: Move to level 112.

A review of the defined job responsibilities supports the re-assignment of this position in the salary levels.

9. Civic Airport -- 0

10. Treasury -- 1

Supervisor of Data Processing Operations: Move to level 118.

We further reviewed the job facts and ranking relative to other positions within the department and in City Hall. Then we reviewed additional external data from two major salary surveys for comparable positions. The continuing evolution of the position justifies the higher level.

11. Architect -- 3

City Architect: No change.

The present scope of the position has been reviewed. The position appears to be fairly ranked for pay purposes in comparison with other positions within City Hall.

Secretary to City Architect: No change.

This position was reviewed in terms of its specific duties plus its ranking compared with other secretarial positions. The recommended ranking appears fairest in total.

Architectural Designer: No change in recommended step.

Reference is made in Chapter II to the policy of providing a minimum adjustment when a new pay range is recommended.

12. Engineering -- 8

Engineer II: Change to level 115 -- Step 2 as of January, 1977.

This position is part of a suitable series: Engineer II at level 115; Engineer I at level 116; Project Engineer at level 117. The Engineer II position covers the work of a beginning graduate engineer.

Engineer I: At level 116.

This position was not classified because there was no incumbent. However, as mentioned, it is part of a progression series for professional engineers. Most frequently, the Engineer I classification would apply after a graduate engineer received professional recognition (normally after two or three years). Thus, step 3 of level 115 is almost the same as step 1 of level 116.

Project Engineer: No change.

Again, this level reflects the additional knowledge and responsibility of a professional engineer -- in a salary level just below three specialist or supervisory engineering positions.

City Surveyor: No change.

The review of the position in the relative ranking support its assignment in level 119.

Ontario Land Surveyor: No change.

This position appears to be fairly assigned to level 115 relating it to other positions within the department and to other positions within City Hall.

Supervisor of Engineering Surveys: No change.

This position appears to be fairly ranked in terms of other positions within the department. We recognize the compression factor since this position supervises employees in the Instrumentman I category. Thus, it may be necessary to ensure that the person in this position is paid at or near the top step for the range.

(The Hamilton-Wentworth Region is in the process of taking full responsibility for Regional roads. When this changeover is completed, it may represent a change of responsibilities among a number of the positions in Engineering. At that time, they should be re-evaluated based on the revised responsibilities as reflected in the revised job fact sheets.)

Chief Stationery Engineer: No change.

Changed responsibilities during early 1977 were considered in the evaluation. However, a revised and approved job fact sheet will be required in order to review the relative ranking of this position when the plant is fully in operation and settled down -- sometime in 1978.

Assistant Chief Stationery Engineer: No change.

Similar conditions to the position of Chief.

13. Clerk's Department -- 6

Steno B (Board of Control): No change.

The work that is currently being carried out in the position appears to rank correctly in level 107. As with all positions, if there is a significant change in the activities undertaken, the position should be reviewed again.

Supervisor of Printing: No change.

In terms of rankings within the department and across departments, this position appears to be fairly ranked.

Assistant Secretary to Board of Control and Executive Assistant To Controllers: No change.

This position appears to be fairly ranked within the department in comparison with positions within City Hall.

Administrative Assistant: No change.

While the ranking for this position was not challenged, concern was expressed about pay differentials between this position and positions above and below on the ladder chart. As observed, the new salary framework provides greater differentials between a position and those in higher or lower grades. Making a change here would mean providing additional salary levels within the total structure.

Within the present Council policy on overtime, this position will be eligible for time-off in lieu of overtime work.

City Clerk: No change.

The position appears to be fairly ranked compared with other positions in the department and in relation to other department head positions.

Deputy City Clerk: No change.

Again, the ranking appears to be consistent within the department and across departments.

14. Board of Control -- 1

Executive Assistant to the Mayor and Secretary, Board of Control:
No change.

This position appears to be fairly ranked among City Hall positions.

15. Buildings

Assistant Director of Inspections: Move to level 117.

A review of job facts and rankings within the department justifies this adjustment.

Assistant Office Manager and Coordinator of Committee of Adjustment: Move to level 113.

The review of the responsibilities of this position justifies the change in ranking.

Office Manager: No change.

At its recommended ranking, a reasonable ranking relationship is maintained with other positions in the department.

16. Real Estate -- 2

Director of Real Estate: No change.

This position is currently vacant. However, given the recorded responsibilities, it appears to be fairly ranked among senior positions in the City Hall.

Deputy Director of Real Estate: No change.

This position appears to be fairly ranked within the department and among other departments. The incumbent is currently Acting Director of Real Estate -- a condition that undoubtedly adds extra work load and responsibility. Hopefully, staffing at the department head level will be one move to resolve the concern about classification and pay. Whether or not the Deputy

position should be filled will depend partly on the top level staffing. Since the former Director is now taking on a new senior advisory position in the department (yet to be fully defined and evaluated), duties in the department are to be settled. A review of the top two or three positions may be justified by mid-1978.

16(a). Property Maintenance -- 3

Assistant Property Maintenance Superintendent: No change.

Review of the defined position supports the ranking of this position within the department and across other departments at City Hall.

Supervisor of Cleaners: Move to level 114.

A review of the job facts and evaluation results in a move of the relative ranking.

Supervisor of Cleaners (day and night): Move to level 111.

The job content of these positions has been reviewed along with the evaluation. The position appears to be fairly ranked at the 111 level. A review has been made of the shift differentials and overtime opportunities of people responsible to the Day and Night Supervisors.

The suggestion was made that there should be only two or three steps in the range. An incumbent in this position has a greater opportunity than a non-supervisory position to improve performance over several years. Thus, the wider salary range which is consistent with other positions in the recommended schedule.

17. Purchasing -- 3

Director of Purchases: Move to level 120.

The position is currently vacant. Level 120 brings the department head position in better relationship with other department head rankings.

Deputy Director of Purchases: No change.

When a staffing decision is made at the department head level, a careful review needs to be made of the need for this position. After that will be the time to review its relative ranking for pay purposes.

Secretary to Purchasing Director: No change.

This position also could be reviewed when the organization of the department is reviewed as a result of top-level staffing. For now, however, the position of Secretary appears to fit best at this Secretary B level.

18. Community Development -- 1

Director of Community Development: No change.

A review of the detail concerning the position supports the recommendation that it be at level 119, as recommended.

19. Fire Department -- 0

20. Association of Department Heads and Deputies

Points raised by the Association have been reviewed in Chapter II.

21. Association of Professional and Administrative Employees

Points raised by the Association have been reviewed in Chapter II.

APPENDIX
THE LADDER CHART

CITY OF HAMILTON
REVISED LADDER CHART
October, 1977

Points	Proposed Dept. Level	Parks Recreation	Treasury	Building Traffic	Street Services Property	Engineering	Clerk Motorized Vehicles	Real Estate, Community Dev., Purchasing	Fire, Legal, Cemeteries Hamilton Place	Architect, Airport, Dundurn, Personnel
605 551	125		Comm. of Fin. & City Treas.			City Engineer & Coord. LCJ. Square			City Solicitor	
550 501	124			Traffic Commissioner					G.M. Hamilton Place	
500 456	123				Director Streets & San.				Fire Chief	
455 415	122	Director of Recreation	Director Systems & D.P. Director of Finance	Building Commissioner			City Clerk	Director of Real Estate	Deputy Fire Chief Senior Solicitor	Director of Personnel
414 377	121	Director of Parks		Dir. Traffic Engineering		Director of Engineering	Exec Asst. to Mayor & Sect. of Bd. of Control			
376 343	120		Senior Systems Analyst Treasury Officer I	Deputy Building Comm.		City Surveyor	Deputy City Clerk	Director of Purchases	Solicitor I	City Architect
342 312	119			Chief Plan Examiner Asst. Traff. Eng (Op'ns)	Outside Coordinator			Director of Comm. Dev. Deputy Dir. Real Estate		
311 285	118	Asst. Director of Parks	Senior Programmer Treasury Officer II Mgr. Cap. & Spec. Pgms. Supv. Data Proc. Opns.	Director of Inspections Plan Examiner I Asst. Traff. Eng. (Plng)	Prop. Maint. Supt.	Construction Eng Proj. Dev. & Coord Eng Electrical Eng	Director Mot. Vehicles Asst. Sect. Bd. of Control & E.A. to Controllers	Deputy Dir. Purchasing & E.A. to Controllers	Cemeteries Director	Airport Mgr Mgt. Dir. - Dundurn
284 260	117	District Supv (Rec)	Treasury Officer III Supv. Subsidies & Sales Tax Supv. Tax Collections	Asst. Dir. Inspections	Arborist Sect. Claims Committee District Supt.	Project Engineer Chief Stationary Eng.		Chief Appraiser	Solicitor II	Architectural Designer Asst. to Dir. of Personnel
259 241	116	Horticulturalist Landscape Architect	Treasury Off. IV	Off. Mgr. & Cttee Sect (TR) Plan Examiner II	General San. Foreman Asst. Prop. Maint. Supt. Asst. District Superintendent	Supervisor of Legal Surveys Asst. Elect. Eng Engineer I Off. Mgr. & Sect. of Cttee	Executive Asst. Supv. City Garage	Co-ord. Housing Pgms Co-ord. Housing Loans		
240 221	115	General Foreman (Pks) Community Centre Supv. Stadium Manager General Foreman Landscape	Princ. Acct. Clerk-Payroll Princ. Acct. Ck.-Payments Princ. Acct. Ck-Receipts Sr. Consol Operator Supv. Pensions & Grp. Insur. Acct. Clerk I (Tax Coll)	Office Mgr (Bldg)	Gen. Foreman - Trees General Landscape Foreman	Surveyor (OLS) Supv. Eng. Drafting Cost Accountant Asst. Chief. Stat. Eng. Engineer II	Admin. Asst. (Clerk)	Supt. City Stores	Asst. Dir. Cemeteries	Fair, Wage & Comp. Off.
220 200	114	Maintenance Supv. (Rec) Landscape Foreman	Acct. Clerk II (Tax Coll)	Asst. Off. Mgr. & Cost Acct. (T) By-law Sergeant Asst. Off. Mgr. & Co-ord Cttee of Adjustment (B)	Maint. Mgmt. Tech. Supv. Cleaners (Prop. Maint.)	Supv. Eng. Surveys Spec. Writer Survey Technician	Licence Administrator Mgr. Central Market			Asst. To Mgn. Dir. (Dundurn)
199 181	113						Chief Licence Insp. Central Reg. Clerk Supv. Records Supv. Printing			
180 156	112	Asst. Maint. Supv. (Rec)	Sect. To Treas. Supv. Micro Filming	Sect. to Traff. Comm.	Sect. to Dir. (S & E) Supervisor of Cleaners (ID & N)	Sect. to Mayor	Sect. to Mayor	Asst. Supt. City Stores	Sect. to City Solicitor	Supt. Buildings (Dundurn)
165 151	111	Sect. to Dir. of Rec.			General Clerk (Prop.)	Sect. to City Eng.	Sect. to Aldermen	Sect. to Purchasing Dir. Sect. to Dir. of R.E.	Sect. to Dir. of Pers.	
150 135	110	Pool Supervisor Custodian (Parks) General Clerk (Parks)		Chief Traffic Checker Sect. to Bld. Comm.			Sect. to Controllers	Sect. to C.D. Director	Sect. to City Arch. Personnel Tech II	Head Guide
134 121	109						Sect. to City Clerk Chaufer I			
120 111	108						Asst. Sect. to Mayor Asst. Sect. to Controllers / Asst. Sect. to Aldermen			Custodian Steno "B" (Pers.)
110 107	107						Seno "B" (Bd. of Control)			

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